
Administrative Procedure
Chapter 7 – Human Resources

AP 7120A Recruitment and Hiring: Contract Faculty**References:**

Education Code 87356;
Title 5, Section 53022;
ACCJC Accreditation Standard 3

The Importance of Equitable Hiring Practices

The Sonoma County Junior College District is committed to employing qualified faculty who are dedicated to student learning and success. To achieve this goal, the District is committed to inclusion, diversity, equity, antiracism and accessibility (IDEAA) to ensure an academic environment that fosters awareness, promotes mutual understanding and respect, and provides role models for students. The District is committed to hiring faculty and implementing development processes that promote equal opportunity, foster diversity, and ensure fair consideration for all qualified candidates.

Responsibilities

District hiring procedures recognize that the responsibility for selecting well-qualified contract faculty is a shared, cooperative effort between faculty members and administrators, who actively participate in all appropriate phases of the hiring process.

- A. Faculty and administrators share responsibilities that include identifying and recommending positions, adhering to the District's Equal Employment Opportunity Plan, developing and reviewing job announcements, assisting in advertising, recruiting and screening, interviewing, and selecting candidates for recommendation to the Superintendent/President
- B. The Vice President of Human Resources is responsible for ensuring Equal Employment Opportunity policies and procedures are followed. They shall be available for consultation on all aspects of the hiring process and shall serve as a consultant on District and state guidelines, as well as the District's hiring procedures of Screening and Interviewing Committees. This ensures fairness and upholds IDEAA principles with respect for academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic



- 46 backgrounds. The Vice President of Human Resources or designee shall also
47 appoint a non-voting Committee Monitor to Screening and Interviewing
48 Committees. The Committee Monitors will receive training to ensure that
49 Screening and Interviewing Committees comply with all anti-discrimination
50 laws.
- 51 C. The Vice President of Human Resources, or designee, consulting with the
52 committee's co-chairs, may recommend a suspension of the screening and
53 interviewing process at any time when a question of non-compliance arises,
54 review any concern regarding the selection process, and determine the
55 appropriate action to be taken.
- 56 D. The Supervising Administrator is responsible for ensuring the integrity,
57 timeliness, and performing the administrative functions necessary for a
58 successful hire, including the official submission of committee forms to
59 Human Resources. The Supervising Administrator will copy the faculty co-
60 chair on all communications with Human Resources. The appropriate
61 Supervising Administrator, or designee, based on the site where the faculty
62 member's primary position will be located, will serve on the committee. If the
63 committee is interviewing candidates for multiple positions across the
64 District's sites then the Supervising Administrators shall confer and
65 collectively represent one vote.
- 66 E. The Department Chair, or their designee, or the Program
67 Coordinator/Director, if applicable, shall serve as the co-chair of the
68 Screening and Interviewing Committee, alongside the Supervising
69 Administrator or their designee.
- 70 F. The administrative and faculty co-chairs are responsible for:
- 71 a. Convening the committee, participating in the development of
72 screening criteria, establishing timelines for completion of the
73 screening, completing related forms, and coordinating the final
74 selection of who shall be interviewed.
- 75 b. Reviewing standard interview procedures.
- 76 c. Communication to committee members of any changes or issues that
77 affect the agreed upon processes throughout the process.
- 78 d. To support an equitable, inclusive and diverse hiring process, the
79 Screening and Interviewing Committee will strive to be inclusive of
80 candidates with diverse contributions to teaching and education. The
81 Screening and Interviewing Committee will practice beyond
82 stereotypical judgments and implicit bias and rely on evidence-based
83 evaluations of individual achievements.
- 84 e. The committee chairs must be present at all committee meetings and
85 serve as voting members,
- 86 G. All phases of the faculty hiring process shall be strictly confidential.
87 Participants will be required to sign a confidentiality statement confirming (1)
88 their completion of the required reviews and understanding of the confidential
89 nature of all steps in the hiring process, and (2) their agreement to maintain
90 strict confidentiality.

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Timeline

- A. All phases of the faculty hiring process shall be conducted promptly to ensure the selection of the most qualified candidates.
- B. At the beginning of the faculty hiring process, Human Resources and the Screening and Interviewing Committee Co-Chairs will establish a timeline to ensure all phases of the hiring process will be completed in an expeditious manner. These timelines will include the following:
 - 1. Consultation with the Superintendent/President's office to set up final interview dates at the beginning of the process
 - 2. Consideration of the faculty teaching and student contact-related schedules
 - 3. Date for the first review of applications
 - 4. Dates for the first level interview with the Screening and Interviewing Committee

Screening and Interviewing Committees

- A. Screening and Interviewing Committees for faculty recruitments should be formed prior to the development of the job announcement.
- B. Each search committee should include members who are knowledgeable about the District's commitment to attract and retain highly qualified faculty. Human Resources will ensure that all committee members receive training regarding the District's commitment to IDEAA and the needs of the District's diverse student population. All participants in the process must receive appropriate training in District hiring practices from Human Resources within the previous twelve months, including:
 - 1. A review of the nondiscrimination, Equal Employment Opportunity recruitment and hiring policies and procedures;
 - 2. A review of the District's Equal Employment Opportunity Plan;
 - 3. A review of the educational benefits of workforce diversity and data identifying the diversity of the District's students and faculty, including their academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds (equity training);
 - 4. Antibias training
 - 5. The importance of confidentiality;
 - 6. Best practices for serving on a Screening and Interviewing Committee.
- C. Each Screening and Interviewing Committee shall be comprised of the following:



- 133 1. The Department Chair or Program Coordinator/Director, or
134 designee;
135 2. Three (3) or more additional full-time faculty members from the
136 department where the vacancy exists or related discipline(s);
137 selected by the Department Chair or Program Coordinator/Director.
138 Whenever possible, faculty from the relevant District site or
139 program should be included;
140 3. To bring diversity of perspectives to hiring decisions, one contract
141 faculty member from outside the discipline may be included,
142 selected by the Academic Senate President The Academic Senate
143 President shall consult with faculty from the hiring department or a
144 related discipline. The contract faculty member from outside of the
145 discipline may be voting or non-voting at the discretion of the
146 committee.
147 4. The Supervising Administrator or designee;
148 5. A non-voting Committee Monitor from outside of the department
149 where the vacancy exists, who is appointed by Human Resources.
150 6. A student representative appointed by the Student
151 Government Assembly after consultation with the committee co-
152 chairs. The hiring committee may recruit and nominate a student or
153 students for consideration by the Student Government Assembly.
154 Students appointed to the committee do not participate in the
155 applicant screening process but will participate in all aspects of the
156 interview process. The student representative may be voting or
157 non-voting at the discretion of the committee.

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159 For all methods of student involvement, the Screening and Interviewing
160 Committee will be responsible for ensuring student input is given equivalent
161 consideration as the input of any other member of the committee.
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- 163 D. To ensure a diverse committee membership or to include subject matter
164 expertise on the committee, departments may add one or more of the
165 following members to the committee:
166 1. A classified staff member, appointed by the local SEIU President
167 and/ or Classified Senate President;
168 2. An associate faculty member appointed by the Academic Senate
169 President and the appropriate Vice President with responsibility for
170 the discipline.
171 E. If there are no individuals appointed in the call out, the committee will move
172 forward, however must have a minimum of five members.
173 F. Members of the Screening and Interviewing Committee must participate in
174 each phase of the process in its entirety. To ensure a consistent and
175 equitable process, if a member misses a portion of the process, they will not



- 176 be eligible to continue in the process.
- 177 G. To diversify perspectives, departments are encouraged to rotate Screening
- 178 and Interviewing Committee members whenever possible.
- 179 H. The list of committee members shall be submitted to Human Resources to
- 180 ensure the committee is diverse as defined in the Equal Employment
- 181 Opportunity (EEO) plan. Concerns shall be directed by Vice President,
- 182 Human Resources to the Screening and Interviewing Committee co-chairs
- 183 and the Academic Senate President and addressed as appropriate.
- 184 I. The appropriate Vice President with responsibility for the discipline, or
- 185 designee(s) may meet the committee at their initial meeting to relay District
- 186 needs that may impact the selection of faculty, verify procedures and respond
- 187 to questions and concerns.
- 188 J. Prior to beginning screening, the Screening and Interviewing Committee shall
- 189 agree upon a candidate rating system that is based on the specific minimum
- 190 and preferred qualifications referred to in the job announcement. This will
- 191 occur prior to reviewing applications and selecting candidates for interviews.

Screening Process

Human Resources

The Human Resources Office will examine each applicant’s materials for completeness and evidence of compliance with the required qualifications as advertised in the position announcement. Incomplete applications will not be forwarded to the committee for consideration. If the degree major(s) listed on the transcripts of the applicant does not EXACTLY match the degree major(s) listed in the job posting, they will not directly meet minimum qualifications and must request equivalency. The Screening and Interviewing Committee (SIC) (inclusive of discipline expertise) will review completed equivalency forms as coordinated between the SIC and the Faculty Equivalency Committee.

The Vice President, Human Resource, or designee, shall conduct an initial demographic review of the qualified applicant pool before an application deadline for a district position closes. If the pool's candidate diversity is not consistent with the diversity goals of the EEO Plan, the district may extend the search period. If the applicant pool is determined to be adequate, the Vice President, Human Resources will forward all qualified applications to the Co-Chairs of the Screening and Interviewing Committee. After the position close date, if the applicant pool is determined inadequate, the Co-Chairs will determine the best course of action.

Screening and Interviewing Committee Applicant Screening Process

- A. Human Resources notifies Screening and Interviewing Committee completed applications are available for review



218 B. Screening and Interviewing Committee screens completed applications for min
219 quals and notifies Human Resources to contact candidates to complete equivalency
220 forms as needed. Screening and Interviewing Committee with discipline expertise
221 review completed equivalency forms. Interview questions will be finalized prior to the
222 Screening and Interview Committee having access to applicant materials to avoid
223 any bias in the interview questions

224 C. Upon completion of screening, Screening and Interviewing Committee scores
225 candidates and notifies Human Resources which candidates will be forwarded for
226 interviews. Human Resources notifies candidates of status and schedules final
227 interviews with CC to Co-chairs of Screening and Interviewing Committee
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229 Recruitment

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231 A. Job Announcement

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232 1. Human Resources prepares the job announcement to include:

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- 233 a. The Minimum Qualifications
- 234 b. Education and /or experience equivalent to the Minimum
235 Qualifications per the District's equivalency requirements
- 236 c. Application materials required:
 - 237 i. Complete District Application Form
 - 238 ii. Any supplemental materials requested
 - 239 iii. Cover letter addressing the applicant's qualifications,
240 including preferred qualifications
 - 241 iv. Resume/Curriculum Vitae (C.V.)
 - 242 v. Unofficial transcripts
 - 243 vi. Equivalency Request Form and supporting
244 documentation if applicable
- 245 d. The job announcement will include the following student
246 population information: academic, socioeconomic, cultural,
247 disability, gender identity, sexual orientation and ethnic
248 backgrounds

249 2. The Screening and Interviewing Committee reviews and edits
250 preferred qualifications, the department description, and website links.
251 The announcement will be a clear and complete job announcement for
252 each position, including all job-related skills, requirements and any
253 additional qualifications that align with the contract job description and
254 as recommended by the committee. The preferred qualifications may
255 include, but are not limited to, the following:

- 256 a. Academic qualifications beyond the minimum set by law and
257 regulation, particularly if these qualifications enhance
258 teaching or other services.



- 259 b. Evidence of pedagogical skill, such as evaluations of prior
260 experience, education in pedagogy, or demonstrations of
261 effectiveness as faculty member.
262 c. Specific preparations to offer instruction or other services
263 that are narrower in scope than a broader discipline.
264 3. Prior to final approval, the Supervising Administrator and the co-chair
265 of the Screening and Interviewing Committee will consult with the Vice
266 President of Human Resources or designee to make sure that the job
267 announcement complies with local, state and federal statutes.
- 268 **B. Advertising**
- 269 1. To achieve the District's goal of creating a highly-skilled, multicultural,
270 diverse faculty in alignment with the District Equal Employment
271 Opportunity Plan, positions shall be advertised in multiple venues and
272 publications, including relevant cultural associations and local groups.
273 2. Decisions about recruitment strategy shall be in consultation between
274 Human Resources and the department and/or program in which the
275 vacancy exists.
- 276 a. Job postings will be posted on the District's website in
277 accordance with board policies and regulations
278 b. Faculty and managers are encouraged to use their own
279 professional and affinity group networks and associations to
280 advertise open positions and recruit prospective applicants.
281 c. Faculty and managers are encouraged to seek out qualified
282 members of historically underrepresented groups and
283 encourage them to apply for open positions.
284 d. Human Resources will share advertisement areas with the
285 Screening and Interviewing co-chairs upon request.

287 **Interviewing**

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- 289 A. Recognizing that interview dates were included in the job posting, reasonable
290 efforts shall be made to schedule both Screening and Interviewing Committee
291 interviews and final interview to accommodate candidates' time and travel
292 concerns. Remote interviews may be offered for first-level interviews.
- 293 B. The Screening and Interview Committee reviews and edits interview
294 questions. Prior to final approval, the co-chairs of the Screening and Interviewing
295 Committee will consult with the Vice President of Human Resources, or
296 designee, to make sure that the interview questions comply with local, state and
297 federal statutes.
- 298 C. Student participation is encouraged to support a student-centered hiring
299 process and to increase diversity of opinion.



300 1. Each interview shall include a student interaction demonstration and
301 must include student feedback. Examples of student interaction
302 demonstrations include, but are not limited to:

- 303 a. Teaching demonstration ~~participation~~
- 304 b. Skills demonstration ~~participation~~
- 305 c. Student appointment interaction ~~participation~~
- 306 d. Additional student participation may also be
- 307 included in the interview process such as structured
- 308 conversations or moderated forums with candidates
- 309 at the discretion of the committee.
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311 Student Interaction Demonstrations will be designed to provide an equivalent
312 experience to all applicants when possible

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314 For all methods of student involvement, the Screening and Interviewing Committee will
315 be responsible for ensuring student input is given equivalent consideration as the input
316 of any member of the committee.

317 D. All interview procedures and materials shall be reviewed in advance by the
318 Vice President of Human Resources, or designee. The Vice President of Human
319 Resources or designated committee monitor shall monitor the interview process
320 to ensure the following:

- 321 1. All applicants are afforded the same amount of time to review interview
- 322 materials before the interview if applicable;
- 323 2. All applicants shall be allocated the same amount of interview time and
- 324 given the opportunity to use the full amount if they wish to do so;
- 325 3. All candidates are asked the same core questions by the same
- 326 interviewers;
- 327 4. The discussion of candidates after interviews only considers job-
- 328 related factors in determining finalists to recommend moving forward to
- 329 the next step in the process;
- 330 5. The tallying of the interview scores is completed according to
- 331 instructions.

332 E. The committee shall evaluate the interviewee's responses according to a
333 rating system established before the start of the interviews.

334 F. The committee shall evaluate candidates regarding subject area knowledge
335 and competence, teaching and communication skills, commitment to professional
336 growth and service, potential for overall college effectiveness, and dedication to
337 IDEAA, as provided in the application materials. The interview may include but
338 not be limited to appropriate teaching demonstrations, writing samples, or other
339 performance indicators related to the responsibilities of the position.

340 G. Following the interview process, each committee member will independently
341 tabulate their scores and rank the candidates, then collectively discuss the
342 candidates' strengths and areas of growth.



343 H. After deliberations, the Screening and Interviewing Committee will
344 recommend the top three to five, but no less than two, top candidates to advance
345 to the Superintendent/President for final interviews. If the result is a failed search,
346 the position will be preserved and a new search will commence as soon as
347 practically possible.
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349 **Reference Checking Process**

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- 351 A. Reference checks for selected finalists will be conducted. Reference check
 - 352 questions will be provided by Human Resources. Results of these references
 - 353 will be recorded in writing and retained by Human Resources.
 - 354 B. Any reference information listed on the employment application may be
 - 355 contacted.
 - 356 C. The above steps should be completed prior to the final interview; however,
 - 357 they must be completed before an offer of employment can be made.
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359 **Final Interview Process**

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- 361 A. The final interview committee includes, but is not limited to, the
 - 362 Superintendent/President the Screening and Interviewing Committee co-
 - 363 chairs, the appropriate Vice President with responsibility for the discipline, or
 - 364 their designee, by the Superintendent/President. The final interview
 - 365 committee may be altered by the Superintendent/President to include other
 - 366 members.
 - 367 B. Prior to the final interviews the Screening and Interviewing Committee will
 - 368 compile each finalist's strengths and areas of growth and forward to the
 - 369 appropriate Vice President with responsibility for the discipline and the
 - 370 Superintendent/President before the final interviews.
 - 371 C. The Superintendent/President shall conduct the final interviews and
 - 372 recommend the hiring of the final candidate to the Board of Trustees. Prior to
 - 373 recommendation going to the Board of Trustees and the announcement of the
 - 374 selected candidate, the appropriate Vice President with responsibility for the
 - 375 discipline, or designee, will notify the Screening and Interviewing Committee.
 - 376 D. If the Superintendent/President decides not to forward any of the finalists to
 - 377 the Board of Trustees, they shall communicate the decision to the Screening
 - 378 and Interviewing Committee co-chair(s), the Academic Senate President, and
 - 379 the appropriate Vice President with responsibility for the discipline, or
 - 380 designee.
 - 381 E. Human Resources will notify all candidates of the outcome of the hiring
 - 382 process.
 - 383 F. The Screening and Interviewing Committee shall reconvene to discuss
 - 384 options for filling the vacancy and forward its recommendations to the
 - 385 Superintendent/President. The Superintendent/President will determine the
 - 386 appropriate course of action, which may include leaving the position open



387 until it can be filled and will communicate the course of action to the
388 Screening and Interviewing Committee.

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